

**DETERMINANTS OF EMPLOYEES' VIOLATION OF DISCIPLINARY
RULES IN PUBLIC SECTORS IN TANZANIA, A CASE OF NATIONAL
INSURANCE CORPORATION (N.I.C) TANZANIA LIMITED**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER IN HUMAN
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TANZANIA**

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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation title “**Determinants of Employees’ Violation of Disciplinary Rules in Public Sectors in Tanzania: A Case of National Insurance Corporation (N.I.C) Tanzania Limited**”, in partial fulfillment of the requirements for the degree of Master in Human Resources Management of the Open University of Tanzania.

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.....
Date

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DECLARATION

I, **Kajonga Joel Alfred**, declare that this dissertation is my own original work and it has not been presented to any other university or academic institution for similar or other degree award.

.....

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my wife Edina Rasmus Mwamakamba and my son Ishekeli Joel Kajonga.

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ABSTRACT

The study is designed to assess the determinants that lead to employees' violation of disciplinary rules in public sectors in Tanzania, a case of NIC. The study was conducted in NIC Headquarter in Dar es Salaam. The general objective of the study is critically to appraise and examine the determinants that lead to employees' violation of disciplinary rules in public sectors specifically NIC. Workers they need to be disciplined so that they can develop positive attitudes toward work. Disciplinary problems are common in public sectors. If supervisors are to be effective, they must be able to use discipline effectively. The study is designed to find out what determinants are leading workers in violating of disciplinary rules at NIC. The study has been organized in five chapters. Chapter one (introduction), Chapter two (literature review), Chapter three (research methodology), Chapter four (data analysis and presentation of findings), and Chapter five (findings, recommendations, and conclusions). The study was employed qualitative methods of data collection. Specific methods' which was used in this study includes documentary analysis, questionnaire and interview. The study finds that all workers have a right to be informed what the rules are and why they should be obeyed, the organization's structure of justice should clearly determine the penalties, and all managers have the responsibility to demand the compliance to rules from their subordinates. National Insurance Corporation they have to make the rules open to the employees especially those of lower level.

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LIST OF ABBREVIATIONS AND ACRONYMS

A'LEVEL	Advanced Level
DEPT	Department
DSM	Dar es Salaam
DVP	Development
HR	Human Resources
HRM	Human Resources Management
IL	Indian Labor
LTD	Limited
MGT	Management
N.I.C	National Insurance Corporation of Tanzania
O-LEVEL	Ordinary Level
OUT	Open University of Tanzania
STD	Standard
TZ	Tanzania

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

This study is designed to assess the determinants that lead to employees' violation of disciplinary rules in public organization in Tanzania, a case study of the National Insurance Corporation (T) Limited (NIC). Disciplinary when employees are at workplace it is necessary for promoting orderly employment relations as well as fairness and consistency in the treatment of individuals. Rules set standards of conduct and performance at work; procedures help to ensure that standards are followed and provide a fair method of dealing with alleged failures to observe them. In most cases potential issues of misconduct or unsatisfactory performance are dealt with through the normal day to day discourse between managers and staffs.

Also disciplining employees is crucial function to the management for employees who breaks rules. Generally managers discipline employees for the following reasons; to maintain the standards of operating procedures in job performance, to ensure orderliness and safety at workplace, to correct undesirable behavior among employees, and Penalize persistent bad behavior. The objectives of corrective discipline are; to prevent others from similar offence, used to deform the offender, and to maintain consistence obedience to organizational standards.

Behavior can be modified by two main methods which are; positive reinforcement that encourage reputation of certain behavior i.e. promotion, salary increase, and

negative reinforcement that discourage the reputation of certain behavior i.e. punishment.

According to DeCenzo and Robbins, (1998) in *Personnel/Human Resource Management*, defines Discipline as a condition in the organization when employees conduct themselves in accordance with the organizations rules and standards of acceptable behavior. Basing on the author Pettinger, (2001) in *Mastering Management Skills*, defines Discipline as a reflection of standards of attitudes, behaviors and performance required in the particular situation.

Following Gupta, (2006) in *Human Resource Management* argues that, in many organizations, managerial attitudes about discipline have changed considerably from what they were in the “good old days” when it was taken for granted that employees could be discharged for any or no reason. Some of the trends towards a more reasonable view were noted in the early 1970’s. For example, according to a BNA survey, 56 percent of responding companies had made changes in “their rules for employee conduct, and/or penalties for violations of rules”, in the 5 years before the latest survey. And some form of counseling preceded any formal disciplinary action in 85 percent of responding companies.

Relying on Singh, (2005) in *Industrial Relations (emerging paradigms)* comments that, the issue of discipline in industry was discussed in the IL conference and the code of discipline was framed and introduced by that tripartite body in 1958. Discipline in the relationship between workers and employers can better be enforced if both the parties accept their responsibilities and show a willingness to discharge

them. In the absence of any statutory provision at the all-Indian level for the recognition of trade union, the provision in this regard has been incorporated in the code of discipline. Initially, by the end of March, 1962, the code was accepted voluntarily by about 900 independent employers and trade unions. The number increased to around 3000 by the end of 1967. Over the years, however, the willingness and enthusiasm of the parties to observe the code has declined and they have developed an attitude of indifference to the code. It has proved to be difficult for them to abide by self-imposed discipline in terms of obligations backed only by moral sanctions.

Discipline within the organization involves administration of negative motivational techniques in response to rule violation. This has not helped organizations are running at standstill. Therefore, there is needed to look at management of discipline from another perspective. Undesirable behavior which can be reinforced by “positive strokes” to make it matured. There are two main views of managers on discipline in the entire organizations which they supervising, there are negative view and positive view:

Negative view; the managers see discipline primarily as means to enforce demands and prohibition (bidding and forbidding) for prescribed behavior. They think that compliance depends on fear of penalties. They do not rely on self-discipline by employees. Discipline is administered partly as tribute justice. And investigating instances of alleged employee misconduct, authoritarian managers have relied on methods of detention that violate an individual’s dignity and right to privacy. In the

old days this negative view of discipline was often carried to extremes. Especially as exercised by old-line foremen, whose disciplinary authority included the power to discharge, discipline often failed to meet standards of commonsense and fairness.

A positive view; an Executive who believes in participative management is not satisfied merely to keep disciplinary procedures within limits which can be policed by a union or confirmed by an impartial arbitrator as justified under the provision of current labor agreement. Instead, such a forward-looking executive wants to make sure that disciplinary actions; starts with an effort to foster mutual understanding and exemplifies an organization centered view, is fair, implements ideas that have been worked out by conferring with representatives of those who are subject to discipline, is in accord with a policy statement on discipline which is clear and known to all.

1.2 Statement of the Research Problem

Since workers joins organizations from a variety of backgrounds (educational, culture, political affiliations, economic status, and so on) they need to be disciplined so that they can develop positive attitudes toward work and then perform highly. Disciplinary problems are common in industry and government. If supervisors are to be effective, they must be able to use discipline effectively. Be sure to warn employees before taking disciplinary action; act immediately; be consistent, remain impersonal; don't apologize; and don't become emotionally involved.

Absenteeism, alcoholism, and drug abuse cause special problems at work. Firm action, often including professional help, works best in dealing with such problems.

Early professional counseling and the threat of losing employment often force problem employees to look for help.

According to Gupta (2006) in *Human Resource Management* argues that it is essential to promote and maintain employee discipline for higher productivity and industrial growth. A disciplined workforce can achieve organization objectives in a better way. Discipline improves morale and labour relations and promotes cooperation among employees.

Basing on the authors Decenzo and Robbins (1998) in *Personnel/Human Resource Management* argue that, in discipline, the most serious disciplinary problems facing management are attendance; (habitual tardiness, unexcused absence, leaving without permission), dishonest; (stealing, subversive activity), on-the-job behavior; (failure to obey safety rules, drunk on the job, defective work, sleeping on the job, loafing, horseplay, fighting, failure to report accidents), outside activities; (wage garnishment, working for competing company).

Analysis and discussion of job motivation in organizational management focus primarily on eliciting desired behavior and performance. However, managers occasionally are faced with undesired behavior and inadequate performance. Despite their unpleasant connotations, punishment and disciplinary measures are used to eliminate undesired behavior and poor performance. Some managers and researches argue that there's no justification for the use of punishment in organizational setting. Others believe that at times punishment is the most efficient and effective way to change behavior. Examples of behaviors that are typically punished in organizations

include stealing, violating safety regulations, using illegal drugs on the job, absenteeism, fighting, work slowdowns, and falsifying expense accounts.

Armstrong, (2006), *Human Resource Management Practice* argues that Employee's violation of disciplinary rules is one of the major problem facing public sectors in Tanzania. Therefore the research study is designed to find out what factors are leading workers in violating of disciplinary rules at NIC. Employees' violation of disciplinary rules is a serious problem in public sectors in TZ especially NIC that makes necessary for the researcher to find out what factors leading for employees to violate disciplinary rules. Finally, the study comes with recommendations or solutions on how to prevent the problem of employee to violate disciplinary rules at NIC.

1.3 Research Objectives

1.3.1 General Research Objective

The general objective of the study is to examine the determinants of employees' violation of disciplinary rules in NIC.

1.3.2 Specific Research Objectives

This study intends to achieve the following specific objectives:

- (i) To assess the effects of ambiguity of rules on violation of disciplinary rules at NIC
- (ii) To assess the effect of level of dissatisfaction of disciplinary rules on violation of disciplinary rules at NIC

- (iii) To assess the contribution of lack of knowledge of disciplinary rules on violation of disciplinary rules at NIC

1.4 Research Questions

- (i) What are the effects of ambiguity of rules on violation of disciplinary rules at NIC
- (ii) What are the effects of level of dissatisfaction of disciplinary rules on violation of disciplinary rules at NIC
- (iii) What are the contributions of lack of knowledge of disciplinary rules on violation of disciplinary rules at NIC

1.5 Research Hypotheses

The research hypotheses tested in this study are:

- (i) Ambiguity of rules has a contribution on violation of disciplinary rules at NIC
- (ii) Level of dissatisfaction of disciplinary rules has a contribution on violation of disciplinary rules at NIC
- (iii) Lack of knowledge of disciplinary rules has a contribution on violation of disciplinary rules at NIC

1.6 Relevance of the Research

The study has significant importance to the researcher himself as he acquired knowledge and skills on how to control the employees violation of disciplinary rules in public sectors in Tanzania especially NIC by applying participatory method between the organizations' management and subordinates on the revealing the rules and regulations that leads to employees' violation of disciplinary rules. The study is

useful to the organization where the study was carried out as researcher provided some recommendations on how to rectify the problem observed on the research carried out. The comments from the researcher will be a challenge on the corporation on reducing the employees' violation of disciplinary rules.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Overview

To provide a way on how to study the problem, a researcher has tried to pass through and read intensively about the problem to various publications. A researcher has traced the determinants of employees' violation of disciplinary rules in public sectors specifically NIC. Furthermore, a researcher has studied how various scholars have said about discipline and disciplinary rules in public sectors. The problem and gap noted by a researcher in reviewing the literature has challenged a researcher to study this this problem at National Insurance Corporation of Tanzania.

2.2 Conceptual Definitions

According to DeCenzo and Robbins, (1998) in *Personnel/Human Resource Management* defines discipline as a condition in the organizations when employees condition themselves in accordance with the organizations rule and standards of acceptable behavior.

Basing on the author Singh (2005) in *Industrial Relations (emerging paradigms)* define discipline is the regulation and modulation of human activities to produce a controlled performance. The real purpose of discipline is quite simple; it is to encourage employees to conform to established standards of job performance and to behave sensibly and safely at work. Discipline is essential to all organized group action.

Following Dessler, (2001) in *Human Resource Management* comment that discipline is a procedure that corrects or punishes a subordinate because a rule of procedure has been violated.

Relying on Pettinger (2001) in *Mastering Management Skills* argues that Staff Discipline is a reflection of the standards of attitudes, behavior and performance required in the particular situation. Disciplinary procedures are present to ensure when there is any deviation from these standards; there is a proper, fair and even way of resolving the matter. All disciplinary standards and procedures must state the circumstances in which they are to be conducted and applied.

According to Gupta (1996) in *Human Resource Management* says that, in simple words, discipline means orderliness or the absence of disorder, chaos and confusion in human behavior and actions. It occurs when employees behave in an orderly and responsible manner. Basing on the author Ngirwa, (1993) in *Human Resources Management in Africa Works Organizations* define discipline as deliberate management action or behavior used to encourage compliance with organizational standards and rules.

According to researcher, Employee can be defined as a person who is hired by another person or business for a wage or fixed payment in exchange for personal services and who does not provide the services as part of an independent business; any individual employed by an employer. An employee is any person who has employed into work under contract of employment with an employer.

2.2.1 Types of Discipline

According to Ngirwa, (1993) in *Human Resources Management in Africa Works Organization*, there are two main types of discipline in organizations, preventive and corrective.

2.2.1.1 Preventive Discipline

Preventive discipline is action taken to encourage employees to abide by prescribed standards and rules so that deviations are prevented. The main objective here is to foster self-discipline management intervention is significantly minimized.

2.2.1.2 Corrective Discipline

Corrective disciplining is action taken following the breaking of a standard or rule. It seeks to discourage further incidences of breaking rules, or to ensure that future behavior is in compliance with pre-set standards or rules. In form, corrective disciplining is a penalty such as a fine, warning or suspension without pay, to the offending employee. In summary basing on the views and analysis made by Ngirwa above the objectives of corrective discipline can be summed up into the following:

- (a) Reforming the offender
- (b) Deterring others from similar offences
- (c) Maintaining consistent abidance to pre-set standards

2.2.2 The Need for Discipline

According to many authors, the human resources of a firm must be channeled into the achievement of the common purpose, the set objectives. When this can be

suitably accomplished by the exercise of positive incentives, a satisfactory atmosphere usually prevails. When there is an absolutely clear case for dismissal, demotion, or reprimand, for example, this must be carried out firmly but sensitively, with a proper regard for the other person's feelings. Whatever action is decided, it must be fully justified by the circumstances, after objective inquiry, fair to the individual and consistent with overall policy.

Strong action when taken has a sobering effect on the remaining employees, which is exactly as it should be, for when rules are broken it must be seen that sanctions automatically follow; if not, any respect for management will evaporate and further infringement will become a matter of course.

There are other negative incentives which are based on fear. Take-over mergers and redundancies can be included here, but in modern life the consequences of these are mitigated by considered protection under the law, in former days, by contracts, with excessive unemployment, fear and discipline went and kissing went by favor.

2.2.3 Why Employees Break Rules

Basing on the author Ngirwa, (1993) in *Human Resource Management in Africa Works Organizations* argued that in most human resources problems, only very few employees cause disciplinary problems. The majority of the employees like a disciplined situation and so obey the established rules. Let us take a look at the common reasons why the few employees break rules, the understanding of which will enhance our mastery of the disciplining function.

2.2.3.1 Poor Leadership

Some employees break rules very often because of poor leadership. If the leader is dishonest, has no vision, undedicated to his work, not change-oriented, uncooperative, a poor problem solver, does not accomplish tasks, employees do not derive enjoyment, from their work and start eliciting signs of indiscipline.

2.2.3.2 Poor Adjusted Personal Characteristics

Some employees' possess personal characteristics which have been acquired either in other organization or in their current work organization, which have not been adjusted. Such characteristics may include; carelessness, lack of cooperation, laziness, dishonesty, lack of initiative, chronic lateness and lack of effort. These characteristics must be adjusted in order to bring them to forms and standards preferred for the particular work organization. Living together involves sacrifices of individual freedoms and interests so as to conform to group norms. Most people understand the need to rectify their behavior for purposes of coexisting peacefully with others. Unfortunately through, there are always a few persons in every group who must be forced to change their preferred behavior so that it conforms to group norms. The disciplining function usually has particular problems with such people.

2.2.3.3 Private Problems

Sometimes employees break rules for reasons that have very little to do with their working conditions. The employee may be having a quarrel at home, money problem, fear, frustration, or even be sick. These problems often cause undesirable behavior, which disrupts peaceful coexistence in the work group, as well as the organizational performance.

The leader should be careful in handling discipline problems caused by employee private problems. They should avoid being interpreted as using these as opportunities to snoop into the employee's personal affairs, but they should encourage the employees to share private problems with them and be able to offer a listening and uncritical ear. This shows that the managers cares and understand.

2.2.3.4 Poor Publicity of Rules

Rules ought to be publicized, so that the party, which must observe them as well as that, which should enforce them knows that such rules exist, and why. The principal of organizational justice requires that rules be formulated with the adequate participation of the all concerned and thereafter they should be thoroughly explained to the employees and management poorly publicized rules are slightly less than camera tricks with questionable objectives.

Very often the poor publicity of rules emanates either from management arrogance or from the assumption that, since the formulation of rules included representatives of management, employees, and unions, the human resources department need to make efforts to publicize them. This can be a big mistake. The human resource department ought to take steps to avail the awareness of all new rules to all organizational members. This can be done through orientation programs, circulars, meetings, posters, etc. It is useful to remember that poorly publicized rules will most likely be broken and poorly enforced.

2.2.3.5 Managers don't Demand Compliance

Very often employees break rules because management maintains an indifferent attitude towards' rule breaking. As a matter of fact, such managers are not

indifferent; they are either cowardly, or looking for cheap popularity among their subordinates. Such an attitude is definitely a managerial/ leadership weakness. It is useless to have rules in place if managers do not demand that employee comply with them.

2.2.4 Disciplinary Procedure

Basing on Armstrong (2006) in *Human Resource Management Practice*, A disciplinary procedure should ensure that disciplinary action are not taken until an investigation has established that an infraction has been committed that justifies the action. Employee suspension from duty on half pay is one example of buying time for an investigation to be carried out in order to establish the facts of the infraction and establish a basis for a taking a disciplinary action.

This requirement ensures justice to the employee as well as saves the organization inconvenience and costs that may arise from punishing the wrong person or administering the wrong punishment to the right person. According to Ngirwa (1993) in *Human Resource Management in Africa Works Organizations* elaborate that a disciplinary procedure should require that the person to be disciplined should be given an opportunity to answer the complaints against him/her or deny them before the penalty is decided.

The purpose of this requirement is to ensure that the employees are justly treated and to give him or her to appreciate the causes underlying the penalty and resolve to stop recurrence of the infraction. These procedures are as follows:

2.2.4.1 Informal Warning

The supervisor informally warns the employee of the commitment of an offence and tells him/her to correct his or her behavior. The supervisor may give the employee instructions and coaching to enable him or her to change or correct his or her undesirable behavior, when the issue is then closed. But the offence may recur, which necessitates step (2) below.

2.2.4.2 Formal Warning

If the undesirable behavior recurs, the supervisor issues the employee with a written warning and placing a copy in the employee's personnel file. The practice in many work organization is to leave the warning on the employee's file as an active record for a period of six months, but not to refer to it as a valid document any more.

2.2.4.3 Final Warning

If the undesirable behavior persists the manager issues a sterner warning i.e. the final warning, clearly stating that if the offence recurs, he or she will take a specific disciplinary action again placing a copy on the personnel file. The employee may correct his or her behavior, which according to practice in many work organizations leads to destruction of the warning after six months, but if the offence recurs step (4) must be taken.

2.2.4.4 Disciplinary Action

If the offence reoccurs then the supervisor must take light disciplinary action e.g. suspension from duty for a given period with half or without pay. After this penalty

the employee may correct his or her behavior, but if he or she does not, then step (5) must be taken.

2.2.4.5 Dismissal

If the offence persists, the ultimate action is discharge, dismissal, or termination that is the severest disciplinary action that can be taken against the employee. It is accompanied by a carefully planned dismissal interview to ensure that the action is perceived by both parties to be as positive and constructive as possible.

2.2.5 Why Managers Discipline Employees

In general the purpose of discipline employees is to encourage employees to meet established standards of job performance and to behave sensibly and safely at work. According to Ngirwa (1993) in *Human Resource Management in Africa Works Organizations*, the following are the purpose of disciplining:

- (i) To maintain standard operating procedures of job performance. All jobs have standard procedures of performing tasks. These procedures have been scientifically developed in order to ensure productivity as well as an attractive work environment for the benefit of all organizational members.
- (ii) To encourage sensible behavior and self-control. For most employees self-discipline is the best discipline because this is the best way of fitting in a multiple interest society. But were for some reasons the expectation for self-control and sensible behavior of the individual fail, then management must move in to take appropriate disciplinary action.

- (iii) To ensure orderliness and safety at work. In the work place people have their unique interests and personalities which necessitate the introducing of rules, procedures, and codes of ethics in order to ensure orderliness and safety for organizational property, employees and society. Discipline is the tool for ensuring that the established order and safety measures are observed.
- (iv) To correct undesirable behavior among the employees. Employees who deviate from required performance standards or behavior are punished in a way that enables them to learn acceptable performance standards and behavior.
- (v) To penalize persistently bad behavior. Basically disciplining is a positive tool for safe-guarding the interest or organizational members and those of the organization. But after other methods of ensuring self-control and correction fail, then managers must take disciplinary action in order to firmly but objectively express the organizations resentment of deviating behavior.

2.2.6 Administering Discipline

Following Singh (2005), in *Industrial Relations (emerging paradigms)* says that Discipline involves warning, suspending, or dismissing an employee because of the violation of a rule or standard of conduct, in order to bring about corrective behavior for that employee or others. Disciplinary problems abound in industry and government; therefore, supervisors must be able to discipline employees effectively. To provide a basis for discipline, rules and policies must be communicated well. Effective supervisors will try to resolve difficulties without discipline, often through listening and counseling. Further, they must continually update themselves on how to

treat developing societal problems such as alcohol abuse and drug abuse, AIDS, and sexual harassment.

2.2.7 Promotion and Development of Positive Discipline

According to Singh (2005), in *Industrial Relations (emerging paradigms)*, Management of discipline may be seen as the behavior control mechanism. The process of behavior control is cyclical and calls for planned and continuous monitoring. Promotion and development of positive discipline should stresses on the following:

- (i) Organizational culture which are transparent and shared
 - (a) The disciplinary norms and values have to be shared so that they are acceptable in the organization.
 - (b) Norms have to be universally applicable throughout the organization to remove the sense of discrimination.
 - (c) Developing devices for advanced sensing. Proactive remedies and timely actions.
 - (d) Fairness and firmness.
 - (e) Positive orientation in approaches.

(ii) Disciplinary action

Should stresses on preventing re-occur of in-discipline in future. Negative or punitive approach to discipline which means employees are forced to observe rules and regulations on account of fear of punishment should be resorted to only when essential.

- (iii) Positive approach or constructive discipline or self-discipline and follow the rules, regulations and desired standards of behavior. Supervisor may educate the employee's about the value of discipline, as it is the highest form of discipline in any organization. Discipline in the context of modern management process need to be viewed as a behavioral control mechanism.
- (iv) Hopenman called indiscipline as less matured behavior and requires positive reinforcements planned and sustained counseling, a well-researched and active training programs and other positive strokes.
- (v) Development of discipline may be seen as learning from mistakes, failures, colleagues, environments and analysis of the disciplinary cases, etc.
- (vi) Counseling
 - (a) Help the individual understand his own behavior (or the problem, where required) – the diagnosis.
 - (b) Seek out through his own individual effort what he needs to do to improve upon his behavior (or solve the problem in hand) – action planning.
 - (c) Gain insight about his behavior and the situation so as to become personally more effective-learning, self-confidence.
- (vii) Making punishment for a particular time-punishment used more as reminder that he has several other options available for avoiding behavior which is neither desirable for him nor for the organization.

- (viii) Promotion of Self Discipline; when people understand what is required of them, they behave properly. Helping our “better-selves” and winning over our “lazier-self” will gradually build self-discipline which is better and lasting.
- (ix) Group pressure is often more effective and lasting than punishment. Pressure from formal/informal, from primary and secondary groups, from peers, from trade unions leaders, and from family members, and so on. Fear of boycott and ostracism is more effective and more lasting.
- (x) Leadership role is very crucial. The leader provides the guidelines; help remove difficulties and sets personal examples. The attitude and the style of the leader are very important in development of discipline of the group.
- (xi) Creating conditions for satisfaction of socio-psychological needs of the employees in the organization:
 - (a) Communication network-formal and informal: Two ways absence of information and wrong information is very vital cause of discipline.
 - (b) Dynamic suggestion schemes leading to involvement and commitment.
 - (c) Presenting disciplined employees as role model-rewarding in public to be exemplary for others.
 - (d) Proactive grievance redressal systems, because latent grievance propel employees to become in disciplined.

2.3 Theoretical Literature Review

According to Singh (2005) in *Industrial Relations (emerging paradigms)* argues that there are two views of managers on discipline in the entire organizations which they are supervising; these are negative view and positive view.

Basing on Singh (2005), 'Negative view', managers see discipline primarily as means to enforce demands and prohibition (bidding and forbidding) for prescribed behavior. They think that compliance depends on fear of penalties. They do not rely on self-discipline by employees. Discipline is administered partly as tribute justice. And investigating instances of alleged employee misconduct, authoritarian managers have relied on methods of detention that violate an individual's dignity and right to privacy. In the old days this negative view of discipline was often carried to extremes. Especially as exercised by old-line foremen, whose disciplinary authority included the power to discharge, discipline often failed to meet standards of commonsense and fairness.

While a 'positive view' an Executive who believes in participative management is not satisfied merely to keep disciplinary procedures within limits which can be policed by a union or confirmed by an impartial arbitrator as justified under the provision of current labor agreement. Instead, such a forward-looking executive wants to make sure that disciplinary actions; starts with an effort to foster mutual understanding and exemplifies an organization centered view, is fair, implements ideas that have been worked out by conferring with representatives of those who are subject to discipline, is in accord with a policy statement on discipline which is clear and known to all.

2.3.1 How to Manage Discipline

Business organizations have been broadly following three approaches to manage discipline; Traditional or legalistic approach, Positive or HRD approach, and Holistic

or Integrated approach. Organizations have practiced legalistic approach for long. But it has led them nowhere because legalistic approach has inherent limitation and can provide temporary relief without any permanent solution.

2.3.2 Limitations of Legalistic Approach

According to Singh, (2005) in *Industrial Relations (emerging paradigms)*, the following are the limitations of legalistic approach:

- (i) Based on wrong assumptions; Treating human resources on par with or even inferior to material/machine resource, Considering punishment as the ultimate method-fear, coercion and force will deter him (spare the rod and spoil the child), Taylorian carrot and stick policy is the major premise, and Theory X which assumes that man requires supervision and control to work.
- (ii) Targets a few in the organization, ignoring the majority who are disciplined.
- (iii) Generally past is the focus-condemning for the past deeds, having no or little concerns for future.
- (iv) It generally hastily jumps to conclusions.
- (v) It is negative in orientation-based on Marxist and nihilist philosophies.
- (vi) It treats employees as children, immature in behavior.
- (vii) It does not afford opportunity for improvement. It does not say anything in the affirmative or positive.
- (viii) Costly and time consuming.
- (ix) It encourages Adversarial relations-Revenge, Re-appraisal and leaves deep scars on the psyche, Evokes resistance from the workers and the managers, and Creates negative culture and vitiates discipline in the organization.

2.3.3 Threat, Punishment, and Disciplinary Action

One type of corrective action that may be applied in instances where motivational factors are not strategic is the uses of managerial power either threaten or actually invoke sanctions against an individual. In this way, motivation appropriate to job role prescription may be aroused and effective behavior restored.

This approach is particularly useful when standards must be introduced. Unfortunately, however, threat and discipline are often applied in cases where the failure is not due to motivational causes that can be corrected in this manner. At such times, where the performance analysis has been faulty or nonexistent, the use of punishment may do more harm than good.

A resort to negative sanctions in an effort to restore effective performance may take one of two courses, although in any given case both may be invoked eventually one approach is for a supervision or personal representative to demand improved performance and couple this demand with a threat of future managerial action if improvement does not usually involve any written statement or record.

2.3.4 The Effectiveness of Discipline

According to Miner and Miner (1977) in *Personnel and Industrial Relations* says that it is clear that different circumstances surrounding the offence tend to elicit discipline in varying degrees. What is not so clear is how effective discipline usually is. The most consistently positive evidence comes from the area of absence control. Spot checks at home by visiting nurses can prove useful in uncovering and correcting

sick-leave abuses. Studies have also demonstrated the value of formal discipline in holding down absenteeism.

Another approach to the evaluation of discipline as a collective procedure has been to follow the performance of individuals who were discharged for disciplinary reasons and then reinstated by an arbitrator on appeal. Do people who have had such an experience improve after it?

Although among employees sufferings from emotional problems the impact has been minimal, studies dealing with individuals whose discharges resulted from a much greater variety of causes produced results more favorable to the disciplinary approach. Very few were discharged a second time, and most maintained at least minimally satisfactory performance level. It is apparent from this research that discipline can work although not with everyone. Among those with whom it often does not work are employees whose problems involve addiction and as those who frequently violate safety rules.

2.3.5 Concept of Positive Discipline

Following Singh (2005) in *Industrial Relations (emerging paradigms)* comments that, the limitations of legalistic approach are obvious. It is basically against human dignity and HRD approach. Researches in Behavior science areas have brought to light many unknown aspects of human behavior and group dynamics. HRD specialists are busy inventing alternative methods of managing discipline based on those advancements in behavioral sciences. The Paradigm and assumptions have that changed and are further changing.

Assumption of Theory X, human beings are essentially honest, sincere, job lovers and disciplined, have been put to use. Human beings have latent qualities and they can be reformed, corrected, developed and salvage if properly managed. Target the root causes and not the individual (hate the sin not the sinner) and remove the causes responsible for indiscipline. If the very resources are plugged, the incidents of indiscipline will be less. Keep the majority employees in view rather than the indiscipline few. Do not sacrifice the whole for the fault of a few.

No one changes unless he understands and gets convinced about the usefulness of changes in him. A well-planned, well researched intervention through educational and attitudinal inputs can bring the desired understanding and thereafter intended change professional counseling and understand self.

Positive discipline is not a passive and weak disciplinary concept. Not that it rules out the element of punishment. But it uses punishment as the last resort doses of punishment in the right proportional and using the punishment more as educative and developing opportunities than negative and deterring ones. Reckless use of punishment leads to nothing. It does create ripples temporarily, but gets evaporated soon and indiscipline recurs, resurfaces and multiplies.

Positive discipline is a system which looks at employees with positive attitude when they face disciplinary problems, eliminates the element of hastiness in the use of punishment, affords employees opportunities for improvement, recognizes and reinforces the culture of good discipline displayed by majority of employees within

the organization. The emphasis is to reclaim and improve the employees than to annihilate them.

Therefore, there has to be a shift in perception of discipline from maintenance of proper subordination or obedience of rules to willing acceptance of norms and conduct a commitment to behave or act in an appropriate or desirable manner.

2.3.6 Holistic/ Intergrative Approach

According to Singh (2005) in *Industrial Relations (emerging paradigms)* comments the following in holistic/intergrative approach;

- (i) More preventive than curative like, Ayurvedic medicine. It acts slowly but goes direct to the roots and provides permanent solution. It cures chronic cases and prevents the spread of endemic cause of indiscipline.
- (ii) It aims at creating a culture of discipline where discipline is practiced as a habit than exception.
- (iii) It does not prohibit the use of punishment altogether. It prescribes for punishment as the last resort.
- (iv) It is not airy, impractical and theoretical as it has been perceived by some. It is most mundane, simple, practical and also effective, in the long run. It is an alternative method based on HRD philosophy to manage discipline.

2.3.7 Positive Discipline Approach

This approach is based on the premise that role of a discipline approach should not always be to punish; rather, it should try to regulate the negative behavior of

employees to make them better workers. Positive discipline is a corrective action which results in improved performance, more productivity and effective workforce. Harsh and negative punishment might work in the short term, but the end result will eventually be employee dissatisfaction, low productivity, higher rate of absenteeism and high turnover. This approach tries to mend the negative behavior of employees by first providing them counseling in terms of what is expected out of them and then giving oral and written warnings to them. Termination or discharge in extreme cases may also take place.

2.3.8 Steps of Positive Discipline Approach

According to Herbert, 2003 elaborate the following steps of positive discipline approach:

1. Counseling: Counseling is an important part of the discipline process, because it gives a supervisor the opportunity to identify employee work behavior problems and discuss possible solutions with him. The goal of this phase is to make employee aware of organizational policies and rules. Counseling by a supervisor in the work unit can have positive effects also. Often, employees simply need to be made aware of rules. An oral warning can also be given to employee during counseling. Confrontations help to understand the employee point of view as well. However, proper training should be given to the supervisors regarding counseling skills to make this process successful.

2. Written warning: If employee behavior has not been improved by counseling sessions, then a second conference is held between the supervisor and the employee.

This stage is documented in written form. As part of this phase, the employee and the supervisor develop written solutions to prevent further problems from occurring.

3. Final warning: When the employee does not follow the written solutions, a final warning conference the supervisor emphasizes to the employee the importance of correcting the inappropriate actions. Some firms incorporate a decision-day off, in which the employee is given a day off with pay to develop a firm, written action plan to remedy the problem behaviors. The idea is to impress on the offender the seriousness of the problem and the manager's determination to see that the behavior is changed.

4. Discharge: If the employee fails to follow the action plan that was developed and further problem behaviors exist, then the supervisor will discharge the employee. The positive aspect of this approach is that it focuses on problem solving rather than punishing and penalizing. This approach involves positive confrontation with the problem employee and thus gives him an opportunity to justify himself. The supervisor makes him aware of the company policies. The greatest difficulty with this is the extensive amount of training required for supervisors and managers to become effective counselors. Also, the process often takes more supervisory time than the progressive discipline.

2.3.9 Progressive Disciplinary Approach

Herbert (2003) comments the following in progressive disciplinary approach, it is a step program designed to correct performance problems arising out of employee misconduct. This approach typically follows four progressive steps to rectify

offences committed by an employee. It suggests that actions to modify behavior become progressively more severe as the employee continues to show improper behavior.

2.3.9.1 Oral Reprimands

It is a verbal interaction between the employees and supervisor where they discuss the problem behavior and the expectations to change the behaviors. An oral warning is issued as an informal reprimand that is simply noted in the record.

2.3.9.2 Written Reprimand

It involves the documentation between employees and supervisor if the behavior continues or if the employee further commits a serious offense. A written warning is more official and summarizes the previous oral attempts. This written feedback is discussed with the employee and then placed in his personal file.

2.3.9.3 Suspension

The third step is suspension without pay; its purpose is to emphasize the seriousness of the offense and necessity of change.

2.4.9.4 Dismissal

The final step is dismissal of employee and is used only when previous steps have failed to change unacceptable behavior.

The progressive discipline model has two advantages for managers: (i) It gives the employee additional opportunities to correct his performance prior to discharge and (ii) It stresses the seriousness of repeated violations to employees. This progressive

disciplined has the following disadvantages: (i) Progressive discipline may result into bitter relationships between supervisor and employee and (ii) Supervisor may feel obligated to address every performance offence and assign an appropriate punishment to it, even though it may not be required. Management may focus only on the problem employees at the expense of the good performers, thereby consuming too much of a manager's time.

2.4 Empirical Analysis of Relevant Studies

The study of this nature has been done in Tanzania. The importance of this study is to know determinants which force employees to break disciplinary rules in order to overcome those factors. The shortcoming of former study is the too much emphasis on consideration on the management workers. So in this study there is more consideration on lower workers.

2.5 Research Gap Identified

The former study deals much on management staff but in this study much emphasis is on other workers. This is due to the fact that workers are the large group who break disciplinary rules. Another research gap is on time, and a case study.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

This chapter explains and discusses the methodologies employed during collection of data and discusses the techniques used in carrying out the research. The methodologies employed in this research comprise of interviewing various managers/ supervisors and workers within the NIC. Together with face-to-face interview, questionnaires, and documentation method were all adopted to gather more detailed information.

3.2 Research Design

This study was designed by using a descriptive method with a case study basing on the fact obtained through study of sample over a range of variables. The researcher chooses a case study because is flexible in terms of data collection and analysis.

3.2.1 Survey Population

The survey was interviewed 50 respondents, 02 from directors because are the ones to ensures disciplinary rules are followed, also 15 respondents are managers from different departments, and 33 respondents are other workers in NIC. The respondents are from different gender/sex, ages, education, and other factors. The aim of choosing respondents from different categories enabled the research to get required responses at the NIC headquarters. National Insurance Corporation Headquarter in DSM was selected because of its specialized nature of activities and it is one of the public organizations in Tanzania.

3.2.2 Area of The Research

NIC was incorporated in 1963, operating with other insurance companies which were basically foreign-based. As from 1963 to July 1998 NIC was the only insurance company operating in mainland Tanzania. Since July 1998 other insurance companies are in operation. NIC has its head office along Samora Avenue /Pamba road in the city of DSM, but its operation geographically spread nationwide. Since has established the corporation has grown in size and business. To date the NIC has branch in Zanzibar Island. It transacts all types of insurance that is life, non-life insurance and reinsurance. The success story of NIC of (T) LTD is due to hardworking by all employees agents, customs and recently, insurance brokers.

3.3 Sampling Technique

As far as this study concern the following specific sampling techniques was used;

3.3.1 Simple Random Sampling

This is a simple way of selecting a sample where all the people are given equal chance of being selected. This sampling technique was used as the main sampling technique due to the fact that it subjects each of the targeted respondents to have a chance of being included in the sample. Also it is simple to administer and not time consuming. A researcher obtained the total number of employees from the chosen department then selected a total of 50 respondents including the key respondent to make the total sample of 50 employees.

3.3.2 Judgment Sampling

This sampling method was adopted as it allows key respondents to participate. The method involves key respondents who because of their knowledge, position, and

expertise were used to provide necessary information. Specific data and information was needed from specific individuals. The key respondents were purposefully selected due to their positions and status so as to be able to respond on specific matter. The sample included managerial and non-managerial staff: managerial included Directors, Managers and Heads of Departments. As well as sections supervisors; while non-managerial employees included all ordinary workers.

3.4 Targeted Population

The targeted population in the organization was both the management and employees. Thus cover personnel in the top most position, down to the lower level employees. Thus cover both mainstream and non-mainstream staff at the managerial, operational and other support staff. The total number of respondents for this study is fifty (50).

3.5 Sample Size

The sample size of the study consisted of 50 respondents illustrated in the table below; this is only 08.7% of the NIC workforce.

Table 3. 1: Sample Size

CADRE	POPULATION	SAMPLE SIZE
Directors	05	02
Managers	17	15
Lower Level Workers	553	33
TOTAL NUMBER	575	50

Source: Total Sample=50 Respondents

3.6 Methods of Data Collection

During the study, both primary and secondary methods of data collection were employed in order to obtain relevant data according to the research questions. The study was employed qualitative methods of data collection. Specific method's which was used in this study includes the following here under:

3.6.1 Secondary Data

3.6.1.1 Documentary Review/Survey

Various documents from NIC head office were reviewed in order to gather more information needed to answer the research questions. The researcher went through some documents of the office both previous and current documents and records of the organization, specifically the researcher emphasized on reading documents concerning disciplinary rules, policies and strategies implemented by the organization. The Documents such as the following were reviewed; Employment and Labor Relation Act No. 6 of 2004, The Labor Institutions Act, 2004 (Act No. 7 of 2004), The Workers' Compensation Act, 2008 (Act No. 20 of 2008), The Public Service Regulations, 2003 (Government Notice No. 168 of 20th June 2003), NIC Codes of good conduct (2008), NIC Disciplinary Rules and Regulation (2005), and others.

3.6.2 Primary Data

3.6.2.1 Questionnaire

In this study a series of 50 questionnaires were prepared and distributed to the respondents. Among fifty questionnaires, two questionnaires were distributed to Directors, fifteen questionnaires to Managers, and thirty three questionnaires

distributed to subordinates. More questionnaires were distributed to subordinates because are the ones who disciplinary rules act upon them and supposed to obey them. The questionnaires were then analyzed and the researcher came up with common themes.

3.6.2.2 Interview

This method was used in order to get clarification on the data collected through questionnaires, because some of the responses in the questionnaires were too short to be understood clearly. The employees who were interviewed were picked randomly from different departments and sections of the corporation.

3.7 Data Processing and Analysis

Since this study was qualitative research, most of the information was gathered and analyzed descriptively. Quantitative data was tabulated, frequented and respective percentages were calculated and interferences were made in accordance with established facts.

CHAPTER FOUR

4.0 DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the research findings of the study concerning the Determinants that leads to employee's violation of disciplinary rules in public sectors in TZ specifically NIC. In presenting the findings of the study, the approach used is through presentation of responses provided by respondents when answering the set of questions featured in the questionnaires. This focused in ensuring that the broad research questions are satisfactorily answered. In order to enrich the study findings from previous studies were considered so as to achieve the study. Furthermore, the respondent's opinions and suggestions about the problem were also sought, analyzed and presented to achieve the objectives.

4.2 Characteristics of the Respondents

This aspect was important in obtaining the overall picture of the respondents, which could help in discussing the main issues under this study. This subsection presents characteristics of all respondents in the study such as gender, position, education levels, and work experience. The major aim is to understand the participant in terms of these characteristics. Gender and position variables provide a chance to access equal opportunities between different sex in obtaining managerial positions and employment opportunities in general. Based on these principles, data on participants' characteristics such as positions held in their organizations, gender, education level and work experiences, and mode of their recruitment are presented and discussed accordingly.

4.2.1 Distribution of the Participant According to their Positions

For comparisons purposes, the study involved two categories of respondents; management and employees at the NIC. In order to assess the validity and reliability of the respondents' answers the study distributed questions and collected answers from the management and workers. A total of 50 respondents filled the questionnaires.

4.2.2 Sex/Gender of Respondents

Table 4.1 presents the distribution of respondents in relation to their gender and positions.

Table 4.1: Respondents According to their Gender and Position

Position	Male	Female	Total	
			Number	Percentage
Management	11	06	17	34%
Workers	22	11	33	66%
Total	33	17	50	100%
Percentage	66	34		

Source: Field Research Data, (2013)

4.2.3 Educational Levels and other Training

Organization activities need people with good and adequate educational background. It is an indisputable fact that educated, skilled and experienced employees have confidence in their jobs and are likely to perform better than the unskilled less educated (Taylor, 1996 and 2001), Armstrong and Baron, (1998). Table 4.2 presents

the education levels of the respondents and Table 4.3 presents respondents who know the disciplinary rules of NIC.

Table 4.2: Distribution of Participant's According to their Education Level

Formal Education	Management	Workers	Total	
			Number	Percentage
O' level	-	04	04	08%
A' level	-	06	06	12%
Diploma	-	14	14	28%
Advanced Diploma	02	04	06	12%
1 st Degree	09	05	14	28%
2 nd Degree	06	-	06	12%
Total	17	33	50	
Percentage	34	66		

Source: Field Research Data 2013

4.2.4 NIC Disciplinary Rules

Table 4.3: Number of Respondents who know the Disciplinary Rules of the NIC

Cadre	Yes	No	Total	Percentage
Directors	02	-	02	04%
Management	15	-	15	30%
Employees	10	23	33	66%
Total	27	23	50	
Percentage	54%	46%		

Source: Field Research Data, (2013)

Findings obtained from the respondents indicated that NIC top management are the people who are informed about the presence of disciplinary rule in the corporation and few employees; 10 (20%) employees they are aware of disciplinary rules of NIC. Out of 33 employees, 23 (46%) employees they are not aware of disciplinary rules of NIC. Also analysis shows that total number of 15 (30%) managers at NIC they all know about NIC disciplinary rules. Also the respondent from Directors who were 02 (04%) they are also aware of disciplinary rules of NIC. This shows that, only top managers are well informed about the disciplinary rules because they are the ones who discipline employees, and the employees at NIC think it is not their job to deal or to know the disciplinary rules abide the corporate.

4.3 Research Questions

The study was conducted in order to investigate or evaluate the determinants that contribute to the employee's violation of disciplinary rule at NIC. The research questions being a guiding tool to inform what type of information to be collected and subject the collected information as raw materials to be fed into data processing machine out of which meaningful deductions were made.

4.3.1 Question One

The first question stated that "What are the effects of ambiguity of rules on violation of disciplinary rules at NIC"? The objective of this question was to assess the effects of ambiguity of rules on violation of disciplinary rules at NIC. The question was asked purposively in order to assess the effects of ambiguity of rules on violation of disciplinary rules at NIC.

Table 4.4: Effects of Ambiguity of Rules on Violation of Disciplinary Rules at NIC

Cadre	Yes	No	Total	Percentage
Directors	02	-	02	04%
Management	10	05	15	30%
Employees	23	10	33	66%
Total	35	15	50	
Percentage	70%	30%		

Source: Field Research Data, (2013)

Findings obtained from the respondents indicated that NIC Directors; 02 (04%) they argue that ambiguity of rules contribute to the employees to violate disciplinary rules at NIC. Also analysis shows that 10 (20%) managers respondents in management level they argue that ambiguity of rules contribute to employees violation of disciplinary rules at NIC. Out of 15 managers, 05 (10%) they do not agree that ambiguity of rules affect the violation of disciplinary rules at NIC. Out of 33 employees, 23 (46%) employees accept that ambiguity of rules contribute to the violation of disciplinary rules at NIC.

Also analysis shows that 10 (20%) employees do not accept that the ambiguity of rules affect the violation of disciplinary rules at NIC. This shows that total of 35 (70%) employees accepts that ambiguity of rules affect the violation of disciplinary rules at NIC, while only total number of 15 (30%) of employees they say ambiguity of rules do not contribute to the violation of disciplinary rules at NIC.

4.3.2 Question Two

One of the three questions was to assess the effects of level of dissatisfaction of disciplinary rules on violation of disciplinary rules at NIC. The objective of this question was to assess the effect of level of dissatisfaction of disciplinary rules on violating disciplinary rules at NIC.

Table 4.5: Effects of Level of Dissatisfaction of Disciplinary Rules on Violating Disciplinary Rules at NIC

Cadre	Yes	No	Total	Percentage
Directors	01	01	02	04%
Management	08	07	15	30%
Employees	22	11	33	66%
Total	31	19	50	
Percentage	62%	38%		

Source: Field Research Data, (2013)

Table 4.5 shows that 01 (02%) of directors accept that effects of level of dissatisfaction on disciplinary rules is the determinants for employees to violate disciplinary rules at NIC, and 01 (02%) directors says effect of level of dissatisfaction on disciplinary rules is not the factor for the violation of disciplinary rule at NIC. Out of 15 managers, 08 (16%) managers argue that effect of level of dissatisfaction on disciplinary rules is the factor for employee's violation of disciplinary rules at NIC, while 07 (14%) managers refuse that effect of level of dissatisfaction on disciplinary rules is not the factor for violation of disciplinary rules at NIC. Also analysis shows that out of 33 employees, 22 (44%) employees' says

that, effect of level of dissatisfaction on disciplinary rules is the factor for them to violate disciplinary rules at NIC, while 11 (22%) employees do not agree that the effect of level of dissatisfaction on disciplinary rules is the factor for them to violate disciplinary rules at NIC. This shows that total of 31(62%) respondents employees accepts that level of dissatisfaction on disciplinary rules affect the violation of disciplinary rules at NIC, while only 19(38%) of respondents they said that the level of dissatisfaction on disciplinary rules do not contribute to the violation of disciplinary rules at NIC.

4.3.3 Question Three

This was the question which asked the respondents what are the contributions of lack of knowledge of disciplinary rules on violation of disciplinary rules at NIC. The objective of this question was to assess the contribution of lack of knowledge of disciplinary rules on violation of disciplinary rules at NIC.

Table 4.6: Contribution of Lack of Knowledge of Disciplinary Rules on Violation of Disciplinary Rules at NIC

Cadre	Yes	No	Total	Percentage
Directors	02	-	02	04%
Managers	12	03	15	30%
Employees	28	05	33	66%
Total	42	08	50	
Percentage	84%	16%		

Source: Field Research Data, (2013)

Findings obtained from respondents indicated that lack of knowledge of disciplinary rules is one of the most contributing factors for employees to violate disciplinary rules in the NIC. About 02 (04%) directors argues' that, lack of knowledge of disciplinary rules is the factor for employees to violate disciplinary rules at NIC. Out of 15 managers, 12 (24%) managers accepts that lack of knowledge of disciplinary rules is the factor for employee to violate disciplinary rules at NIC, while 03 (06%) managers says lack of knowledge of disciplinary rules is not the factor for employees to violate disciplinary rules at NIC. Also analysis shows out of 33 employees, 28 (56%) employees accepts that lack of knowledge of disciplinary rules is the factor for violation of disciplinary rules at NIC. While 05 (10%) employees' says lack of knowledge of disciplinary rules is not the factor for employees to violate disciplinary rules at NIC. This shows 42 (84%) employees argue that, lack of knowledge of disciplinary rules is the factor for the employees to violate disciplinary rules at NIC, while 08 (16%) employees they said lack of knowledge of disciplinary rules is not the factor for violation of disciplinary rules at NIC.

4.4 Consequences of Violating Disciplinary Rules at NIC

Table 4.7: Table Showing Consequences of Violating Disciplinary Rules at NIC

Consequences	Number of Respondents	Percentage
Low efficiency	07	14%
Low productivity	15	30%
Suspension	20	40%
Termination of contract	23	46%
Job turnover	15	30%

Source: Field research data 2013

The respondents shows the consequences of violating disciplinary rules as it indicated in Table 4.7, 7 (14%) of respondents said low efficiency to employees is the consequences of violation of disciplinary rules. Other 15 (30%) of respondents' mention low productivity as a consequence of violation of disciplinary rules. Another 20 (40%) respondents argues that it may cause suspension to an employee. Also 23 (46%) respondents said violation of disciplinary rules cause termination of employment contract. Moreover 15 (30%) respondents mention job turnover as a consequence to employees' violation of disciplinary rules at NIC.

4.4.1 Views of NIC Employees

The employees made the following views to overcome the problem of employee's violation of disciplinary rules at NIC.

- (i) The management should give seminars to employees on disciplinary rules abide the corporation.
- (ii) The disciplinary rules should be given out to the employees so as to read them.
- (iii) To have social workers who will be dealing in counseling employees.
- (iv) The management should be strict when it comes somebody violate disciplinary rules.
- (v) Promotion should be there so as to increase efficiency and productivity.

4.5 Discussion of Findings

Findings obtained from the respondents indicated that NIC top management are the people who are informed about the presence of disciplinary rules in the corporation and few employees.

Also findings obtained from the respondents indicated that total of 35(70%) employees accepts that ambiguity of rules affect the violation of disciplinary rules at NIC, while only total number of 15(30%) of employees they said ambiguity of rules do not contribute to the violation of disciplinary rules at NIC.

Another research objective was to assess the effect of level of dissatisfaction of disciplinary rules on violating disciplinary rules at NIC. The findings obtained that total of 31(62%) respondents employees accepts that level of dissatisfaction on disciplinary rules affect the violation of disciplinary rules at NIC, while only 19(38%) of respondents they said that the level of dissatisfaction on disciplinary rules do not contribute to the violation of disciplinary rules do not contribute to the violation of disciplinary rules at NIC.

Other research goal was to assess the contribution of lack of knowledge of disciplinary rules at NIC. The findings shows that 42(84%) employees argue that lack of knowledge of disciplinary rules at NIC, while 08(16%) employees they replied that lack of knowledge of disciplinary rules at NIC.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, RECOMMENDATIONS, AND CONCLUSION

5.1 Summary of the Findings

The findings of this study are the following:

- (i) Poor adjusted personal characteristics i.e. dishonesty, laziness, carelessness, lack of cooperation, lateness, etc. leads to violation of disciplinary rules at NIC.
- (ii) Poor publicity of rules; organization rules and regulations should be known to employees in order to overcome violation of disciplinary rules by employees.
- (iii) Private problems such as frustration, fear, sickness, etc. should be solved by the management to enable the employees to avoid violation of disciplinary rules.
- (iv) Ambiguity of the rules should be solved by disambiguate the disciplinary rules in order for employees to avoid violation of disciplinary rules at NIC.
- (v) Lazier fairness of management, which caused by leaders who wants to be famous to their employees' leads some employees to violate disciplinary rules at NIC.
- (vi) Lack of knowledge of disciplinary rules to employees is the factor for employees' violation of disciplinary rules at NIC.
- (vii) Level of dissatisfaction of disciplinary rules to employees leads to employees' violation of disciplinary rules at NIC.

The purpose of this study has been to examine the determinants that lead to employee's violation of disciplinary rules in the public organizations especially NIC. On my view, people do not generally like disciplinary rules. Disciplinary Rules restrict freedom of behavior and question the right to self-discipline. The people with high standards of self-discipline are not inconvenienced by the existence of disciplinary rules because to them rules are merely a source of information as to how they are expected to behave; in practice disciplinary rules would not be enforced on them as they would not break them. People with low standards or self-discipline hate the existence of disciplinary rules because they often break them and thus have to experience the enforcement of rules.

The study revealed that, general the major determinants which leads to employee's violation of disciplinary rules in public organization the case of NIC are almost because of the ignorance of the rules of the organization by the employee.

5.2 Implication of the Results

The study has a significant importance and useful to the NIC by the recommendations on how to rectify the problem of employees violation of disciplinary rules.

5.3 Recommendations

Several recommendations are made on this study, among them include:

- (i) All organizational members have a right to be informed what the rules are and why they should be obeyed.

- (ii) To encourage all employees to be aware of their company's disciplinary rules.
- (iii) Rules are static, should thus be periodically reviewed in order to ensure that they always are up-to-date.
- (iv) To train employees on disciplinary rules in order to overcome the problem of employees violation of disciplinary rules.
- (v) The organization's structure of justice should clearly determine the penalties that go with the breaking of each rule in order to guide the disciplining decisions and procedure to the employees.
- (vi) To disambiguate rules which contradict employees' in order to overcome the employees' violation of disciplinary rules at NIC.
- (vii) To monitor employees activities so as to make the employees remember their disciplinary rules.
- (viii) Promotion should be there for employees who doing better in discipline to motivate them.
- (ix) Management should solve personal problems of their employees rather than left to be solved by the individuals themselves.
- (x) It would be very much better if employees are provided by copies of disciplinary rules to read and understand them.

5.4 Limitations of the Study

- (i) Time constraints; this is one of the problem which encountered by a researcher due to the fact that the study was conducted while other normal work proceeding.

- (ii) Financial constraints; this was also the limitation simply because the research was carried out in the time where the inflation rate is too high.

5.5 Areas for Further Research

The area which is supposed to be conducted a further research is how the management participate the employees in formulating disciplinary rules in NIC. This research will enable both sides that is management and other workers to be satisfied by the disciplinary rules because both of them participate in making those disciplinary rules.

5.6 Conclusion

Rules by definition are formal instructions which tell us what we are allowed to do and what we are not allowed to do in an organization. The presence of rules conditions organizational members to behave in a specific way and to expect approval from colleagues and the employer for behaving like that. Rules make people feel secure and comfortable. They condition behavior and self-discipline.

But it is not enough to have rules in place if they are not obeyed. When rules exist but people simply break them and nothing happens to the breakers, people are perplexed and ask themselves many questions. Employee's violation of disciplinary rules is a very serious problem in public organizations whereby the public organization has to take measures on how they can bring it to minimize the problem because violation of disciplinary rules brings about difficulties on survival and prosperity of the organization. Employees violation of disciplinary rules can led to

job turnover, less productivity, harmonious working environment, violence, distortion of public properties and so many problems. NIC they have to make the rules open to the employees especially those of lower level so as to improve performance of their organization.

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THE OPEN UNIVERSITY OF TANZANIA

QUESTIONNAIRE

(TO BE FILLED BY MANAGEMENT&STAFF)

**RESEARCH ON DETERMINANTS OF EMPLOYEES' VIOLATION OF
DISCIPLINARY RULES IN PUBLIC SECTORS IN TANZANIA. A CASE OF
NATIONAL INSURANCE CORPORATION**

Dear Respondent,

You are kindly asked to fill this questionnaire to fulfill the study on *Factors that lead to employees' violation of disciplinary rules in public sectors. A case of National Insurance Corporation*. The aim of this study is to facilitate a research project and it is purely academic exercise conducted in partial requirement for the fulfillment of the award of MASTERS IN HUMAN RESOURCE MANAGEMENT of THE OPEN UNIVERSITY OF TANZANIA. The information given will be kept strictly confidential.

INSTRUCTION:

Kindly fill in empty spaces, put a **tick** in front of the answer you find correct. And in place where you have been provided with "Yes" or "No" reply accordingly. If requested to comment, explain to do so.

A: PERSONAL PARTICULARS

1. Gender of the respondent

a. Male []

b. Female []

2. Marital Status

a. Married []

b. Single []

c. Widow []

d. Divorced []

3. Age of the respondent

a. 20-30 years []

b. 31-40 years []

c. 41-50 years []

d. 51-60 years []

e. 61-and above []

4. Level of education of the respondent

a. Class seven []

b. Form four []

c. Form six []

d. Certificate/ Technical education (skills) []

e. Diploma []

f. 1st degree []

g. PGD/Masters []

h. Others: (please specify).....

5. Position of the respondent in the company

- a. Technician []
- b. Administrative []
- c. Supporting staff []

6. Working experience at the corporation

- a. 0-5 years []
- b. 6-10 years []
- c. 11-20 years []
- d. 21-30 years []
- e. 31-40 years []
- f. 41 and above []

7. Department of the respondent.....

8.1. To what extent do you think are disciplinary rules at NIC contradicting?

- a) Very contradicting []
- b) Contradicting []
- c) Not contradicting []
- d) Other, specify.....

8.2. Based on your opinions, are the rules at NIC contradicting?

- a) Yes []
- b) No []

8.3. Does ambiguity of rules contributes to violation of disciplinary rules at NIC?

a) Yes [] b) No []

9.1. Are you satisfied with your job?

a) Yes [] b) No []

9.2. Do you think the level of dissatisfaction can be a factor for contributing violation of disciplinary rules at NIC?

a) Yes [] b) No []

10.1. Do you know the disciplinary rules of your job?

a) Yes [] b) No []

If YES go to question no. 10.2

10.2. Mention at least two (2) disciplinary rules you know;

(a).....

.....

(b).....

.....

10.3. Do you think lack of knowledge of disciplinary rules can contribute to the violation of disciplinary rules at NIC?

a) Yes [] b) No []

THANK YOU!